

Achieving a Common Mission

Presenter: Leonard Evans, Administrator, Ohio Department of Transportation

The Ohio Department of Transportation has been using performance measures to improve decision-making and to focus departmental efforts for several years. The process has been an iterative one as customer requirements were defined, processes analyzed and strategic directions established. Leading an organization that manages 48,000 lane miles of highways, 15,000 bridges, 6,000 employees in 12 districts requires effective communication of expectations and performance for those involved.

The Organizational Performance Index was created in 1997 after benchmarking with PennDOT and other transportation departments. The matrix allows for several performance measures to be rolled up into an overall index to monitor the department's performance. Each measure has its own individual range of values that are assigned to a six-point evaluation scale and weighted according to their relative significance to other measures. Each matrix is evaluated based upon the sum of the points scored versus the total points available. This flexible format allows for various metrics to be interchanged over time as improvements are made to the OPI.

ODOT has further incorporated performance measures into its evaluation of department strategic initiative and individual performance evaluations. Key metrics are defined relative to each division or department at ODOT. Performance goals are identified and tracked on a monthly and quarterly basis. Exception reporting identifies performance issues and action plans are developed and tracked to improve performance in these areas.

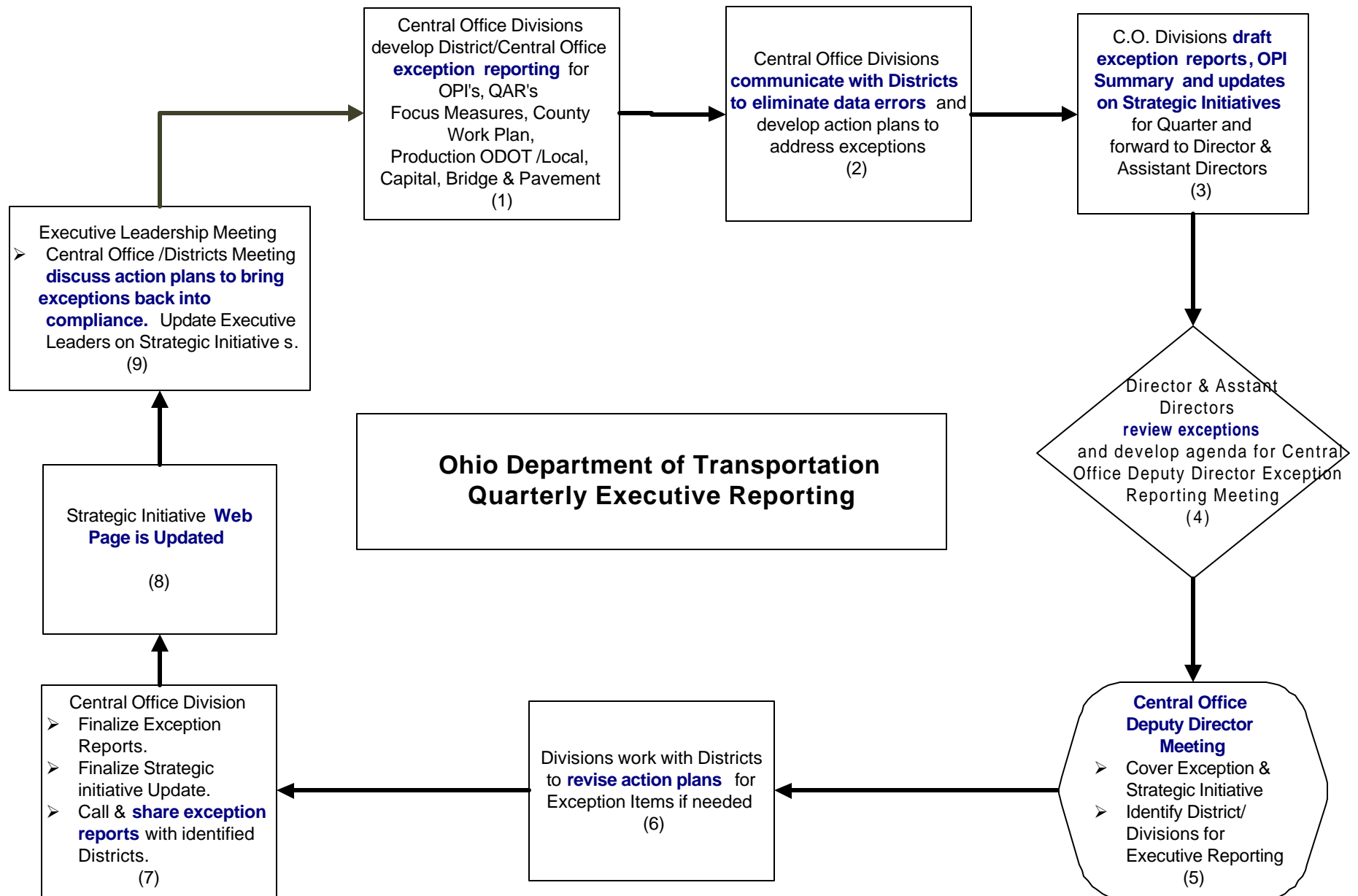
Careful thought must be put into what is measured. The expression "what gets measured, gets done" holds true as departmental resources are focused to achieve results that relate specifically back to the department mission, strategic initiatives or core responsibilities. This process has been a great tool for ensuring that ODOT's 12 districts and 6,000 employees can all be successful at achieving a common mission.

Please feel free to visit the ODOT web page <http://www.dot.state.oh.us> or contact me for further information.

Leonard Evans
Administrator, Office of Systems Analysis Planning
Ohio Department of Transportation
1980 West Broad Street
Columbus, Ohio 43223
(614) 466-8993
Leonard.Evans@dot.state.oh.us



TRB Poster Session: Making Decisions with Performance Measures



OPI: Organizational Performance Index, QAR: Quality Assurance Review